Date August 14, 2026

Subject: Management Discussion and Analysis for the three months and six months period ended June 30, 2026

To: Director and Manager

Stock Exchange of Thailand

Delta Paint Public Company Limited ("the Company") would like to clarify the operating results for the three-month and six-month period ended June 30, 2026 with the following details:

Results of Operations for the 2nd Quarter of the Year 2026

Income Statement

(Million Baht)

	three-month period ended June 30, 2025	three-month period ended June 30, 2026	Changes	
			Amount	Percentage
Revenue from sales and services	155.8	134.8	(21.0)	(13.5)
Cost of sales and services	103.8	87.2	(16.6)	(16.0)
Gross profit	**52.0**	**47.6**	**(4.4)**	**(8.5)**
Gross profit margin (%)	*33.4*	*35.3*	*2.0*	*6.0*
Other revenues	1.0	1.3	0.3	30.0
Distribution Costs	50.9	42.9	(8.0)	15.7
Administrative expenses	14.7	16.6	1.9	12.9
Financial cost	3.7	2.3	(1.4)	(7.6)
Share of profit (loss) of associated companies using the equity method	1.3	1.4	0.1	7.6
Income tax expense	(1.5)	2.2	3.7	246.6
Net profit	**(13.5)**	**(13.7)**	**(0.2)**	**(1.5)**
(Loss) attributable to Non-controlling interests of subsidiary	*(0.0)*	*(0.0)*	-	-
Profit attributable to owners of the parent company	***(13.5)***	***(13.7)***	***(0.2)***	***(1.5)***
Net profit margin (%)	*(8.7)*	*(10.2)*	*(1.5)*	*(17.2)*
Earnings per share (Baht)	**(0.04)**	**(0.06)**	**(0.02)**	**50.0**

Revenue Structure Categorized by Product Grade

Million Baht)

	three-month period ended June 30, 2025	Sale Proportions	three-month period ended June 30, 2026	Sale Proportions
Premium	60.2	38.8	64.8	48.5
Growth (%)	-		4.6	
Standard	40.9	26.4	38.5	28.8
Growth (%)	-		(5.8)	
Economy	54.1	34.8	30.4	22.7
Growth (%)	-		(43.8)	
Revenue from sales and services	**155.2**	100.0	**133.7**	100.0
% Growth	-		(13.8)	

Remark : Service revenue Perior for quarter'2/2026 = 1.1 Mb

Revenue from sales and services

For the three-month periods ended June 30, 2025, and 2026, the Company and its subsidiaries recorded net revenue from sales and services of THB 155.8 million and THB 134.8 million, respectively. This represents a decrease of THB 21.0 million, or 13.5% YoY. The primary reason for the decline was the divestment of the "Sefco" brand at the end of the previous year, resulting in the exclusion of sales from this brand in the current period.

In terms of revenue breakdown by product segment for the three-month period of 2026, net revenue from sales and services comprised Super Premium, Premium, and Economy/Value products at 48.5%, 28.8%, and 22.7%, respectively. The shift in product mix was a result of the Company's strategic realignment to prioritize high-margin products in response to prevailing economic conditions.

Gross Profit

For the three-month periods ended June 30, 2025, and 2026, the Company and its subsidiaries generated gross profit of THB 52.0 million and THB 47.6 million, respectively, representing gross profit margins of 33.4% and 35.3%, respectively. The increase in gross profit margin was primarily driven by product mix optimization and strategic selling price adjustments implemented to align with the increase in oil-related raw material costs resulting from geopolitical tensions/war situations.

Other Revenues

For the three-months ended June 30,2025 and 2026, The company had other Revenues amount of THB1.0 million and THB1.3 million, respectively, which increase THB 0.3 million, or 30.0%

Selling Expenses and Administrative Expenses

For the three-months ended June 30,2025 and 2026, The company had expense amount to THB65.6 million and THB59.5 million respectively, which decreased THB(6.1) million, or (9.3)%. The is mainly due to a reduction in employee-related expenses by 3.8 million Baht and a decrease in provisions for doubtful debts by 1.4 million Baht

Net Profit

For the three-months ended June 30,2025 and 2024, The company had profit amount to THB (13.5) million and THB (13.7) million respectively, which decreased THB (0.2) million, or (1.5)%

Results of Operations for Six-month period of the Year 2026

Income Statement

(Million Baht)

	six-month period ended June 30, 2025	six-month period ended June 30, 2026	Changes	
			Amount	Percentage
Revenue from sales and services	326.3	272.6	(53.7)	(15.0)
Cost of sales and services	217.8	175.3	(42.5)	(20.0)
Gross profit	**108.5**	**97.3**	**(11.2)**	**(4.9)**
Gross profit margin (%)	*33.3*	*35.7*	*2.4*	*11.4*
Other revenues	2.2	3.3	1.1	50.0
Distribution Costs	102.9	88.3	(14.6)	(14.1)
Administrative expenses	29.1	28.9	(0.2)	(7.9)
Financial cost	7.3	4.6	(2.7)	(36.9)
Share of profit (loss) of associated companies using the equity method	1.7	2.5	0.8	47.0
Income tax expense	1.6	2.3	0.7	68.7
Net profit	**(28.4)**	**(21.0)**	**7.4**	**52.4**
(Loss) attributable to Non-controlling interests of subsidiary	*(0.0)*	*(0.0)*	-	-
Profit attributable to owners of the parent company	***(28.4)***	***(21.0)***	***7.4***	***52.4***
Net profit margin (%)	*(8.7)*	*(7.7)*	*1.0*	*11.5*
Earnings per share (Baht)	**(0.04)**	**(0.09)**	**(0.05)**	**125.0**

Revenue Structure Categorized by Product Grade

Million Baht)

	three-month period ended June 30, 2024	Sale Proportions	three-month period ended June 30, 2025	Sale Proportions
Premium	135.5	41.6	137.7	51.6
Growth (%)	-		1.6	
Standard	77.8	23.9	74.3	27.8
Growth (%)	-		(4.4)	
Economy	112.3	34.5	55.3	20.6
Growth (%)	-		(50.7)	
Revenue from sales and services	**325.7**	100.0	**267.3**	100.0
% Growth	-		(17.9)	

Remark : Service revenue Perior for quarter'6M.2026 = 5.3 Mb

Revenue from sales and services

For the six-month periods ended June 30, 2025, and 2026, the Company and its subsidiaries recorded net revenue from sales and services of THB 326.3 million and THB 272.6 million, respectively. This represents a decrease of THB 53.7 million, or 16.5% YoY. The decline was primarily attributable to the broader market slowdown, which led to lower paint sales volume, coupled with the divestment of the "Sefco" brand at the end of the previous year, resulting in the derecognition of sales from this brand in the current period.

In terms of revenue breakdown by product segment for the six-month period of 2026, net revenue from sales and services comprised Super Premium, Premium, and Economy/Value products at 51.6%, 27.8%, and 20.6%, respectively. The shift in product mix was driven by a temporary adjustment in sales strategy to better navigate current economic conditions.

Gross Profit

For the six-months ended June 30,2025 and 2026, The company had gross profit amount to THB 108.4 million and THB 97.3 million, respectively, or as a percentage of sales revenue, 33.3% and 37.1%, respectively. The increase in gross profit margin was the mainly due to adjusting the sales ratio and controlling production costs to reduce the cost per unit.

Other Revenues

For the six-months ended June 30,2025 and 2026, The company had other Revenues amount of THB2.2 million and THB3.3 million, respectively, which increase THB 1.1 million, or 50.0%

Selling Expenses and Administrative Expenses

For the six-months ended June 30,2025 and 2026, The company had expense amount to THB132.0 million and THB117.2 million respectively, which decreased THB(14.8) million, or (11.2)%. The is mainly due to a reduction in employee-related expenses by 12.6 million Baht and a decrease in provisions for doubtful debts by 5.8 million Baht

Net Profit

For the six-months ended June 30,2025 and 2026, The company had profit amount to THB (28.4) million and THB (21.0) million respectively, which increased THB 7.4 million, or 26.1%, This is mainly due to an increase in gross profit margin, coupled with a decrease in employee-related expenses and a decrease in bad debt reserves.

Balance Sheet

(Million Baht)

	As of December 31, 2025	As of June 30, 2026	Change	
			Amount	Amount
Total Assets	814.9	779.9	(35.0)	(4.3)
Total Liabilities	409.3	395.2	(14.1)	(3.4)
Total Shareholder's Equity	405.6	384.7	(20.9)	(5.2)
Debt to Equity Ratio (Time)	**1.0**	**1.0**	**-**	**-**

Assets

As of June 30, 2026, the Company and its subsidiaries had total assets of Baht 779.9 million, a decrease from total assets as of 31 December 2025 by Baht 35.0 million due to:

- Increased in cash and cash equivalents of Baht 1.9 million.
- Decreased in trade and other current receivables of Baht 25.2 million due to sales decreasing.
- Decreased in inventory of Baht 6.3 million.

Liabilities

As of June 30, 2026, the Company and its subsidiaries had total liabilities of Baht 395.2 million, an decrease of Baht 14.1 million from 31 December 2025, an increase of 3.4 percent due to:

- Increased in bank overdrafts and Long-term loans from financial institutions in the amount of Baht 8.5 million
- Decreased in Trade and other current payables in the amount of Baht 22.5 million

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Equity

As of June 30, 2026, the Company and its subsidiaries had shareholders' equity of Baht 384.7 million, a decrease of Baht (20.9) million from 31 December 2025, or decreased (5.2) percent.

Debt to Equity Ratio

As of June 30, 2026, compared to the year ended December 31,2025, Company and its subsidiaries' debt to equity ratio was at 1.0 and 1.0 respectively.

Yours sincerely

(Mr.Athapon Tangkaravakoon)
Chief Financial Officer
Delta Paint Public Company Limited